



Chief's

Corner

The Leaders of Today developing the Leaders of Tomorrow

Purpose: The following is a short, but focused effort in leadership development designed for the Coast Guard's Unit Leadership Development Program (ULDP). The following information is designed to assist a Chief in the development of those members of the Coast Guard Family that the Chief's Mess interacts with on a day-to-day basis.

Time: 30 Minutes

Forum: Small group discussions with 10-15 participants with the discussion facilitated by the Chief.

Competency: Conflict Management

References: <http://www.cnr.berkeley.edu/ucce50/ag-labor/7labor/13.htm>

Covey, S. (1989). *Seven Habits of Highly Effective People*. New York: Simon & Schuster.

Fisher, R., Ury, W., & Patton, B. (1991). *Getting to Yes: Negotiating Agreement Without Giving In* (2nd ed.). Penguin Books

Article: The Law of the Hog

Coast Guard Leadership Competency

- **CONFLICT MANAGEMENT**

Coast Guard leaders facilitate open communication of controversial issues while maintaining relationships and teamwork. They effectively use collaboration as a style of managing contention; confront conflict positively and constructively to minimize impact to self, others and the organization; and reduce conflict and build relationships and teams by specifying clear goals, roles, and processes.

Facilitator Guide

Recommended Setting:	"Brown bag" discussion item for Mess Deck, Lunch Room, Work Shop, or Classroom setting
Recommended Time:	Dedicate 30 minutes
Recommend Group Size:	Small groups with one Chief as the facilitator.
Prerequisite Actions:	<p>None for the participants</p> <p>Recommend the Chief read and become familiar with the Coast Guard Leadership Competency and the references cited above.</p> <p>Use the PowerPoint presentation electronically (if able) or have a paper mode of displaying for the participants.</p>
Instructor Tips:	<p>Ask open ended questions (What is conflict?) (How do you resolve conflict, etc.?).</p> <p>Ensure you have some way to capture the Participant's answers, i.e. easel pad or dry-erase board to refer back to during the presentation. Also, provide the students with a notebook pad to take notes.</p>
Feedback on this module:	Please provide all thoughts on how to improve this module to the Chief Petty Officer Academy ULDP Point of Contact: Eric "DJ" De Jager, SCPO.



Step 1 - Gain Attention and Recall Prior Knowledge – *opportunity to get everyone in the group thinking along the same lines and focused on the topic.*

Event	Instructor Notes	Participant Activity
Kick off discussion	Ensure you are completely familiar with the competency prior to kicking off the discussion.	Participants should be encouraged to provide their thoughts using an open free flow of ideas as it is best suited for kicking this discussion off on the right foot.
Slide 1	<p>Open the presentation by reading “The Law of the Hog.”</p> <p>State: When you think of managing conflict what comes to mind?</p> <p>Ask: Do members of our organization use the law of the hog to handle conflict? If so, how?</p> <p>Do you think the law of the hog is a positive and constructive way to handle conflict?</p> <p>State: That’s right; if we throw things overboard of break them we might feel good for a few minutes, but we are not being good stewards of the Coast Guard’s money and resources, and the original conflict is still not resolved.</p> <p>Ask: Do you think it is realistic to keep conflict out of our organization?</p> <p>Does the Coast Guard want to eliminate all conflict?</p> <p>Why? Why not?</p> <p>State: That’s right; we want our people to openly communicate in an environment where there is mutual purpose, and clear goals, roles, and processes.</p> <p>Let’s take a look at how to effectively manage conflict so we don’t wind up with a scenario like the law of the hog.</p>	<p>Possible Answers: Trying to keep people from fighting. Avoiding people I don’t like. The law of the hog!</p> <p>Correct Answer: Yes, by throwing things overboard or breaking them.</p> <p>No.</p> <p>Correct Answers: No.</p> <p>No.</p> <p>We wouldn’t have open communication. It would stifle creativity and true teamwork.</p> <p>Participants ask for clarification or ask any questions they have.</p>

Step 2 - Inform participants of the objectives – *cover the definition of Conflict Management.*

Event	Instructor Notes	Participant Activity
Facilitator led	Read the definition from the Coast Guard's Leadership Competencies for the group.	Check with participants for clarification or questions.
Slide 2	<ul style="list-style-type: none">• Conflict Management <p>Coast Guard leaders facilitate open communication of controversial issues while maintaining relationships and teamwork. They effectively use collaboration as a style of managing contention; confront conflict positively and constructively to minimize impact to self, others and the organization; and reduce conflict and build relationships and teams by specifying clear goals, roles, and processes.</p>	Participants ask for clarification or ask any questions they have
Slide 3	<p>Objectives for this discussion are:</p> <ul style="list-style-type: none">• What is Conflict?• Causes of Conflict?• Types of Conflict Management• Collaboration = Resolution• Win - Win	Participants ask for clarification or ask any questions they have

Step 3 - Present the Content – *now you’ve set the stage, it’s time to get into the meat of the discussion.*

Event	Instructor Notes	Participant Activity
Group Discussion		
Slide 4	<p>Ask: What is conflict?</p> <p>State: Webster Dictionary defines conflict as:</p> <ul style="list-style-type: none"> • Antagonistic state or action (as of divergent ideas, interests, or persons). • Competitive or opposing action of incompatibles. • Mental struggle resulting from incompatible or opposing needs, drives, wishes, or external or internal demands. <p>Conflict is when friction is felt between any one of the participants.</p>	<p>Possible Answers: Arguing or fighting. Disagreements.</p> <p>Correct Answers: See Slide 4, Bullets 1-3.</p>
Bullet #1		
Bullet #2		
Bullet #3		Participants ask for clarification or ask any questions they have
Slide 5	<p>Ask: What causes conflict?</p> <p>State: Conflict exists because of:</p> <ul style="list-style-type: none"> • Poor communication. <p>Ask: What does that look like?</p>	<p>Possible answers: Differences of opinions. Misunderstandings.</p> <p>Correct answers: See Slide 5, Bullets 1-5.</p>
Bullet #1	<ul style="list-style-type: none"> • Misunderstandings (Path of Meaning). <p>Ask: What does that look like?</p>	<p>Correct answer: Talking over each other; Not actively listening.</p>
Bullet #2	<ul style="list-style-type: none"> • Misunderstandings (Path of Meaning). <p>Ask: What does that look like?</p>	<p>Correct answer: An individual says or does something one way and the other person takes it to mean something different.</p>
Bullet #3	<ul style="list-style-type: none"> • Both parties believe they are right. <p>Ask: What does that look like?</p>	<p>Correct answer: Very competitive and argumentative. No cooperation.</p>
Bullet #4	<ul style="list-style-type: none"> • Not being able to admit to being wrong. <p>Ask: What does that look like?</p>	<p>Correct answer: Too much pride or ego. Doesn’t want to appear weak.</p>
Bullet #5	<ul style="list-style-type: none"> • Getting “backed into a corner.” <p>Ask: What does that look like?</p>	<p>Correct answer: Will do anything to “win” because they feel trapped. Doesn’t want to appear weak.</p>

Event	Instructor Notes	Participant Activity
Slide 6	<p>Ask: How do you resolve conflicts?</p> <p>State: Resolving conflict does not always feel like it is something that we can easily do, but most of the time it's not as hard as we make it out to be.</p> <p>Ask: Do you know what the Commandants Direction is?</p> <p>State: If we have unresolved conflict we can't meet the Commandants Direction. (Discuss why not).</p> <p>Let's take a look at some methods of resolving conflicts and the consequences of using them.</p>	<p>Possible Answers: Fight it out. Ignore the person.</p> <p>Participants ask for clarification or ask any questions they have.</p> <p>Correct Answer: Readiness, People, and Stewardship.</p> <p>Participants ask for clarification or ask any questions they have.</p>
Slide 7	<p>State: These are the methods of conflict resolution we are going to discuss:</p> <ul style="list-style-type: none"> • Competing or Fighting • Accommodating or Yielding • Avoiding • Collaborating 	
Slide 8 Bullet #1 Bullet #2 Bullet #3 Bullet #4	<p>Ask: What happens when we use competing or fighting as a method of conflict resolution?</p> <ul style="list-style-type: none"> • It creates dissension amongst the team. • It fosters an escalation of contention. • It contributes to a loss of productivity. • It is an I Win / You Lose situation. <p>State: When competing or fighting is used as a method of conflict resolution the individuals involved are highly assertive, but have low or no cooperation. One of the individuals usually feels like they came out on top because they were more assertive and got their point across, but in reality it creates an I Lose / You Lose situation, because of the damaged relationships and lose of productivity. This method can have nothing but negative consequences.</p>	<p>Possible answers: Feelings get hurt. Resentment builds. Back-stabbing!</p> <p>Correct answers: See Slide 8, Bullets 1-4</p> <p>Participants ask for clarification or ask any questions they have.</p>
Slide 9 Bullet #1 Bullet #2 Bullet #3 Bullet #4	<p>Ask: What happens when we use accommodating or yielding as a method of conflict resolution?</p> <ul style="list-style-type: none"> • The yielding party always loses. • The yielding party may stop caring. • It contributes to a loss of productivity. • It is an I Lose / You Win situation. 	<p>Possible answers: Resentment builds. Lack of caring. Withdrawal might start.</p> <p>Correct answers: See Slide 9, Bullets 1-4</p>

Event	Instructor Notes	Participant Activity
<p>Slide 10</p> <p>Bullet #1</p> <p>Bullet #2</p> <p>Bullet #3</p> <p>Bullet #4</p>	<p>State: While we can see the negative consequences of escalating contention, we often do not consider how unproductive and harmful accommodating or yielding can be. Naturally, there are occasions when doing so is not only wise, but also honorable (as there are times to stand firm). If an individual feels obligated to continually give in and let others have their way, the yielding individual may stop caring and withdraw psychologically from the situation. An accommodating person is highly cooperative, but has low assertiveness. Over time a person who gives-in all the time may start to feel some serious resentment towards others, and may even start to avoid any interactions that have the potential towards negative escalation.</p> <p>Ask: What happens when we use avoiding as a method of conflict resolution?</p> <ul style="list-style-type: none"> • It weakens relationships. • It justifies the situation and does not resolve it. • It contributes to a loss of productivity. • It is an I Lose / You Lose situation. <p>State: When we use avoidance as a method of conflict resolution, it only weakens already fragile relationships. The parties involved have low assertiveness and low cooperation. Sympathetic co-workers tend to agree with us. They do so not just because they are our friends, but also because they see the conflict and resolutions from our perspective. <i>After all, they heard the story from us.</i> Once a person feels justified in their behavior they may not put much energy into trying to resolve the conflict. Never send someone else to confront another on your behalf. At best, the individual not spoken to directly will have their feelings hurt that such a tactic was taken. At worst, the go-between person cherishes the power trip involved, and tries to become a sort of arbiter in the conflict.</p>	<p>Participants ask for clarification or ask any questions they have.</p> <p>Possible answers: Conflict doesn't get resolved. Problem may get worse. Other problems may arise.</p> <p>Correct answers: See Slide 10, Bullets 1-4.</p> <p>Participants ask for clarification or ask any questions they have.</p> <p>Possible answers: What is collaborating? The conflict gets resolved. It fosters a better working environment.</p> <p>Correct answers: See Slide 11, Bullets 1-4.</p>
<p>Slide 11</p> <p>Bullet #1</p> <p>Bullet #2</p> <p>Bullet #3</p> <p>Bullet #4</p>	<p>Ask: What happens when we use collaborating as a method of conflict resolution?</p> <ul style="list-style-type: none"> • It strengthens relationships. • It resolves situations. • It contributes to increased productivity. • It is an I Win / You Win situation. 	<p>Possible answers: What is collaborating? The conflict gets resolved. It fosters a better working environment.</p> <p>Correct answers: See Slide 11, Bullets 1-4.</p>

Event	Instructor Notes	Participant Activity
<p>Slide 12</p> <p>Bullet #1</p> <p>Bullet #2</p> <p>Bullet #3</p> <p>Bullet #4</p>	<p>State: Collaboration is the preferred method of conflict resolution used today. In order for collaboration to work an individual must be highly assertive, but also highly cooperative. Collaboration is not compromise. If parties use compromise to try to resolve conflict it only allows for an I Win ½ / You Win ½ situation, which is not a true win / win situation.</p> <p>Ask: Why is it difficult to deal with our problems? Confronting our conflicts requires us to:</p> <ul style="list-style-type: none"> • Expose ourselves to ridicule and rejection. • Recognize we may have contributed to the problem. • Be willing to change. • Use effective dialogue. <p>State: Effective dialogue starts with each person believing they care about what the other person cares about-and vice versa (Mutual Purpose). It continues with each person being able to share and respond in a safe environment (Mutual Respect). It culminates with a shared pool of information that each person acknowledges as being valid (Mutual Meaning).</p> <p>For dialogue to happen, we must be clear that our goal is to learn and contribute, not to convince, compel, or control.</p>	<p>Participants ask for clarification or ask any questions they have.</p> <p>Possible answers: We don't like to admit we need help. We don't like to admit we may be wrong. Too prideful!</p> <p>Correct answers: See slide 12, Bullets 1-4.</p>
<p>Slide 13</p>	<p>State: Facilitate the process by using a third party, or mediator, to:</p> <ul style="list-style-type: none"> • Understand each participant's perspective through a pre-counseling session. • Set ground rules for improved communication during the counseling session. • Coach participants through the counseling session. • Equalize power (e.g., between persons in different organizational levels). • Help participants plan for future interaction. 	<p>Participants ask for clarification or ask any questions they have.</p> <p>Participants ask for clarification or ask any questions they have.</p>

Step 4 – Summing it all up and tying it together – *opportunity to point out final highlights and reinforce the learning.*

Event	Instructor Notes	Participant Activity
Wrap Up discussion		Participants should be encouraged to provide their thoughts and an open free flow of ideas is best suited for wrapping up this discussion on the right foot. Allow folks to voice their thoughts and then work to reinforce the CG definition of the competency provided above and reinforce the Core Values of Honor, Respect, and Devotion to Duty.
Slide 13	<p>State: Conflict handled properly through collaboration allows us to confront conflict positively and constructively, and provides for a resolution that is not only successful, but also effective. This method ensures the conflict will end with a true win-win resolution!</p> <p>This approach will definitely strengthen relationships and foster teamwork.</p>	